

Historic, Archive Document

Do not assume content reflects current scientific knowledge, policies, or practices.

UNITED STATES DEPARTMENT OF AGRICULTURE
FEDERAL EXTENSION SERVICE

Ext 892 Ext
Cop. 3
Circ

LIBRARY
CURRENT SERIAL RECORD
★ OCT 18 1960 ★
U. S. DEPARTMENT OF AGRICULTURE

EXTENSION SERVICE *Review*

KNOW YOUR AUDIENCE
KNOW THEIR NEEDS

SEPTEMBER 1960

31/9



EXTENSION SERVICE *Review*

Official monthly publication of
Cooperative Extension Service:
U. S. Department of Agriculture
and State Land-Grant Colleges
and Universities cooperating.

The Extension Service Review is for Extension educators—in County, State and Federal Extension agencies—who work directly or indirectly to help people learn how to use the newest findings in agriculture and home economics research to bring about a more abundant life for themselves and their community.

The Review offers the Extension worker, in his role of educational leader, professional guideposts, new routes, and tools for speedier, more successful endeavor. Through this exchange of methods, tried and found successful by Extension agents, the Review serves as a source of ideas and useful information on how to reach people and thus help them utilize more fully their own resources, to farm more efficiently, and to make the home and community a better place to live.

Vol. 31

September 1960

No. 9

Prepared in
Division of Information Programs
Federal Extension Service, USDA
Washington 25, D.C.

Division Director: *Elmer B. Winner*
Editor: *Edward H. Roche*
Assistant Editor: *Doris A. Walter*

In This Issue

Page	
163	Who is extension's audience?
164	Foundations for county program building
165	Let the census work for you
166	Look, listen, ask questions
167	Many roads to Rome
168	Realism—clue to the future
169	Why youth need a flexible program
170	Start from scratch
171	Springboard to good planning
172	Adding up labor resources
173	Grasping the fringe situation
174	Looking at local trends
175	As others see us
176	Book and film reviews
177	Who is your television audience?
179	Motivation through self-discovery
181	Launch a mind probe!
182	Single out group needs
183	Monthly revisions in publications inventory
184	More than statistics

EAR TO THE GROUND

"We often overlook the obvious," a man said to me recently. Then he went on to relate the story of Obvious Adams. Adams was a partner in a business firm and always wanted to do the obvious thing. His partner, on the other hand, was completely unorthodox.

The partners often disagreed and, inevitably, they split their partnership and opened individual firms. The partner soon went broke. But Adams continued to do the obvious thing and built a successful business.

If Obvious Adams had been an extension worker, I'm sure he would have planned programs with the people in a systematic way. And he would have started with an analysis of his audience and their needs. That's the theme of this issue, *Know Your Audience—Know Their Needs*.

One of the most perplexing problems facing an agent today, reports Director Vines of Arkansas in the opening article, is knowing what to do and what to leave undone. Then he discusses some factors which may help agents in setting priorities.

"If our program is of the people," Director Vines points out, "then we should not make the decisions alone. Let us give the facts to the public

and call on them. Often this process results in more resources to meet the demands upon Extension."

Other articles contain examples of formal and informal ways of getting to know your audience. The methods used may vary from State to State and even from county to county. But regardless of the method used, determining your audience and their real needs is obviously a vital first step in program planning.

Next month we will feature the next step—Developing an Extension Program to Meet Needs. It will discuss who should be involved, organizing for program development, and other stages in building a well-balanced program.

Last month an item on page 157 was in error. It suggested that boxes be attached to field demonstration approach signs and that agents might leave franked, addressed post cards for visitors to write for more information. This can't be done, say our coworkers who interpret penalty privilege mailing regulations. The penalty privilege can be used on return cards or envelopes when extension workers are seeking information for official use. But otherwise the public cannot use cards carrying the penalty indicia.—EHR

The Extension Service Review is published monthly by direction of the Secretary of Agriculture as administrative information required for the proper transaction of the public business. The printing of this publication has been approved by the Bureau of the Budget (June 26, 1958).

The Review is issued free by law to workers engaged in extension activities. Others may obtain copies from the Superintendent of Documents, Government Printing Office, Washington 25, D.C., at 15 cents per copy or by subscription at \$1.50 a year, domestic, and \$2.25, foreign.

Who is Extension's Audience?

by C. A. VINES,
Director of Extension, Arkansas



Who is Extension's audience at the county level? How can we go about determining our audience? How can we fulfill our responsibility to them? These are important questions in this day of rapid changes in technology and the behavior patterns of people.

To understand these questions, perhaps we should take a look at how this situation came into being. In the early days of Extension, people were skeptical. Many did not want agents to come on their farms.

Perhaps the trite but still true adages—"I don't farm half as good as I know how" and "You can't learn farming from a book"—had a lot to do with this feeling on the part of rural people.

Extension agents had to be persuasive to find a place for themselves. It was hard for people to realize their needs. It was hard to accept new ideas in farming—new methods and new varieties. It took such emergencies as the boll weevil and hog cholera to arouse the people and set the stage for them to accept extension teachings.

Influence Spreads

Through the years Extension has made a place for itself. It has been accepted by rural and urban people. It has proved its worth. Using extension teachings, rural people have increased production, developed better products, and fed a growing population on a decreasing number of acres.

Extension, as a part of the land-grant college system, has helped shape the destiny of agriculture and home economics. Great changes have been made and the rate of acceleration is increasing as farming becomes more technical.

The job that Extension has done in serving the public has resulted in demands far beyond our ability to meet. The situation raises the question, How thin can we spread ourselves?

One of the most perplexing problems facing an agent today is what to do and what to leave undone. He must decide between the important and the less important problems and at the same time realize that these often change from day to day. Where shall he spend his time, with the small farmer or the large farmer, rural or urban people, and how much time on community programs?

There is a need for agents to set goals—long-time goals to take care of the county program and short-time goals to meet immediate problems and place emphasis on the long-time program. The agent who does not set goals might find himself becoming a part of the problem rather than a part of the solution.

We must not forget that basic legislation gave Extension certain responsibilities. It set certain goals for us as an organization. Among other things it said that Extension

would "aid in diffusing among the people of the United States useful and practical information on subjects relating to agriculture and home economics and to encourage the application of the same."

Urban people once knew little about agricultural extension and were content for us to spend all our time serving farm people. This is no longer true. The shift in population in most sections of the Nation has brought about a change in thinking about extension work.

Many farm people have moved to the urban areas and taken their knowledge of extension with them. At the same time many urban people have moved into rural nonfarm areas and have acquired information about the extension services. As a result, today's urban people and the rural nonfarm people are demanding our counsel.

Guidelines for Audiences

Extension has been facing these demands for some time. It was evident that if Extension was to maintain the high place it had in the adult education field, services would need to be expanded beyond production farmers.

The Scope Report points up the thinking of Extension in meeting

(See *Extension's Audience*, page 180)

Foundations for County Program Building

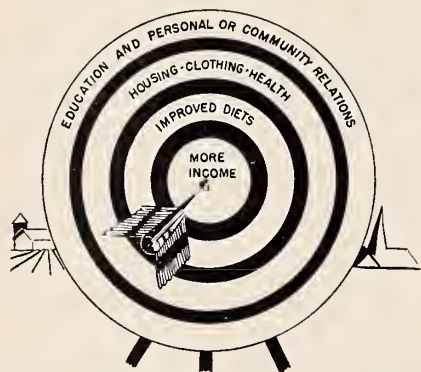
by LARRY L. BURLESON, *Organization Specialist, Texas*

Good county programs are built from good plans. Take a look at any well planned program and you will discover certain basic principles that were followed.

If your county program has been developed by representative local people, and if these people have worked to carry out the program, you have observed the key principles of program building. Check the program building effort in your county against these 10 principles.

Know and understand the county situation. The soil, climate, natural resources, and types of agriculture differ in each county. Some extension programs have succeeded; others have failed. Why? The customs and attitudes of the people have been determined by their background and origin.

We must know the people. We must understand what makes them react as they do when we attempt to involve them in the program.



Aim at the real needs and interests of the people.

Aim at the real needs and interests of the people. There is only one source of this information: the people themselves. A higher living standard is the goal of most people. We will miss the target if the pro-

gram is aimed at higher crop yields or better housing. These are important only as they contribute to a better life for the family in the home and in the community.

The program should improve social conditions. It should help families increase their income and make use of new methods and technology. A better way of life comes from family security, better education, more and better community relations, and new social opportunities. If your county program helps people satisfy these needs, you will have their support and participation.

Involve people at all stages of program building. This is the key principle.

People must have a part in all stages of program development. They must study conditions in the county, determine problems, and help plan programs to solve these problems.

When people make plans they are committed to successfully complete these plans. Also, the people must be involved in evaluation.

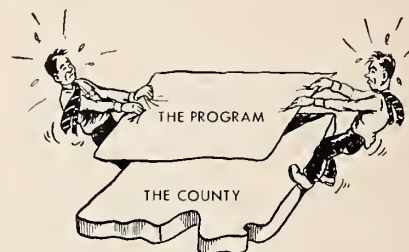
Develop programs gradually. Change must be gradual and the need for change must be recognized by the people.

It is usually good judgment to build and enlarge the program around that portion which already involves people and leadership. One good commodity committee may become the nucleus for an enlarged county program building organization.

In the beginning, a program building committee or subcommittee should agree on a few goals that can be reached. Achieving these goals is far more stimulating than never reaching big plans. After some of the less complex problems have been solved, the committee will have more confidence in dealing with the larger tasks.

Keep programs flexible. The program must fit the county and the situation.

If the county is rapidly going urban, the program must be flexible enough to adjust to this change.



Keep programs flexible.

Change may be so rapid in some counties that the long-range objectives of today may not be related to the major problems 5 years from now.

If people are close to program planning, extension workers will not lose sight of the need for flexibility. The program must not be a shackle to progress, but a workable plan for moving forward.

Involve leaders and develop leadership. We can never enlarge our clientele if we fail here.

There is a limit to the number of people that an agent can reach through his service or his educational methods. But he can increase his effectiveness through local leaders. Through community, civic, and organizational leaders, we can reach other people and involve them in the program.

Coordinate county programs with other groups, agencies, and organizations. This is important for several reasons.

First, we must coordinate agriculture, home economics, and 4-H club work into one unified county

(See Foundations, page 183)

LET THE CENSUS WORK FOR YOU

by **RAY HURLEY**, Chief, Agriculture Division,
Bureau of the Census

THE farm census is a count-taking of United States agricultural resources, agricultural production, and agricultural activities in 1959. Here is a readymade source of information for extension workers.

Census data can point out characteristics of extension's audience and facts about each county's agricultural situation. These facts are useful in working with local people to determine needs and plan programs.

Just exactly what is available from the census?

- Number of farms—all sizes
- An inventory of agricultural land and the ways in which it was used in 1959
- The amount of each farm product produced and sold
- An inventory of the kinds and numbers of livestock and poultry
- A count of farms with such facilities as telephones and home freezers, as well as a count of important farm machines such as tractors, trucks, and corn pickers
- A count of the number of people working on farms, the hours they work, and their wage rates
- A record of important cash expenditures made by farmers during 1959

The results of our farm census are available as fast as the data can be checked and tabulated. Releases are being published for each county and State and will be sent to all extension workers.

Issued for about 100 counties per

week, reports will be available for all States and counties by the end of this year. They are available now for New England, New York, Minnesota, North Dakota, South Dakota, Wisconsin, Iowa, Wyoming, Idaho, Nevada, Washington, Oregon, Utah, Montana, Illinois, Indiana, Ohio, Nebraska, and Kansas.

Additional Information

Another release containing useful county data is now available. This gives the value of sales of each important group of farm products sold, for example, dairy products, poultry products, vegetables, fruits, and nuts.

Later this year, final reports for the 1959 Census of Agriculture will be available. These reports will contain more detailed and general purpose statistics. They will include detailed data for each type of farm, classified by economic class of farm. They will also give statistics by size of farm, tenure of operator, and economic class of farm.

Census information also has been organized to provide measures of the variation in size of farm enterprises. The number of farms having 1 cow, 2 to 9 cows, 10 to 19 cows, etc., will be published for each county. The same facts are available for other farm resources and products.

There are many ways in which census data can be used for extension purposes.

The census can provide a basis for inventory and analysis of agriculture in each county and State.

What kinds of farms are there? How many? How much of each kind of farm product is produced? How many farms produce these products? How many farms have gross sales of \$20,000 or more? How much equipment is used on the farm? How much fertilizer, lime, feed, labor, etc., are used? Census data answers these questions.

Census facts can indicate changes in our agricultural industry. This includes changes in the number and size of operating units, number of ownership units, use of farm land, diversity among agricultural enterprises, area specialization in agricultural production, specialization on individual farms, farm income distribution, and patterns of land use.

This survey can provide a basis for understanding and dealing with commercial agriculture problems. Farmers are affected by developments and changes, not only locally, but in competing areas. To provide a basis of understanding of the widespread and rapid developments and changes in agriculture, extension workers need to know what is happening to flock size, size of herds, etc., not only locally, but in other competing areas.

The census shows many measures of agricultural changes in a county or State. What has happened to small farms? How many farmers have shifted to off-farm employment? How many farmers are now over 65 years old? What has happened to hog production, the number of commercial farms, the number of tenant-operated farms, employment of full-time hired laborers? What changes have taken place in the use of commercial fertilizer? What has happened to the number of farms raising certain crops or livestock? What has happened to the value of farms? The census provides answers to these questions.

Value to Programs

Census data can be used as a basis for planning and program development. Reports show available resources, how they are being used, and how they are divided among farms.

Planning for any extension program (See *Farm Census*, page 176)

Look

Listen

Ask Questions

by MRS. JEWELL FESSENDEN, *Federal Extension Service*

WHO will read this article, listen to the radio program, or attend the meeting? Do you think about these questions when writing news articles or preparing programs?

Since we can't be sure of the exact answers, the next best thing is to know the probable audience, and to be selective in the intended audience.

How do we learn about people? Experience and study have provided extension workers with some guides for learning about people—their characteristics, interests, problems.

An overall guide is to think of people in two broad categories—those who belong to an organized group and those who do not. Research shows differences between these.

Personal Observation

Observation is the most direct method of studying people. This method can be used daily in the office, at meetings, in farm or home visits, or on the street. This method has limitations and advantages.

The people observed are not usually representative of large groups, and only a limited number of people can be observed. However, individual reactions and the quality of use of a practice can best be seen through personal observations.

If observations are to be useful, at least three points must be observed. They must be purposeful, what is seen must be recorded, and the results must be summarized and analyzed.

What can one observe? An example would be certain items about every farmstead visited during a year. Specific items might be the

condition of buildings, size of garden, or home improvements. Remember to write down what you looked for, what you saw, where you saw it, and how many times it was seen. Be as objective as possible—don't write opinions.

Direct Questioning

Another way of finding out about our audiences is by personal interview. This may be face-to-face, telephone, or group contact.

Personal interviews may be made with a representative sample of people. In day to day visits, for certain purposes, either a formal type of questionnaire or a less formal approach may be used.

Knowing the right questions to ask and how to ask them is of major importance.

Consider the informal home visit. A home demonstration agent set aside the month of August to visit families she did not know. During 90 visits she asked two questions of everyone.

The first was, "Do you sometimes have homemaking questions about which you would like to ask help or advice?" The second question was, "Do you mind saying what some of these questions are?"

The questions were used for a series of circular letters. Those women were a specific audience. The home agent had observed, listened, and written down the results.

Telephone interviews can be useful if you remember that only the telephone audience is being described when reporting the results.

If an agent wants to know who is listening to his radio program, he

can ask a random sample of telephone subscribers if they are listeners and what kinds of programs they like. Some people prefer to answer a few questions over the telephone rather than to a visitor.

Recently the author was asked three questions by a telephone interviewer. Do you have a radio? Do you have a television? Do you have children 5-10 years old? These are specific, brief, easy-to-answer questions about one household!

A group interview may be formal with a representative sample of people gathered for the specific purpose of answering a prepared list of questions. The interviewer should explain the question and discourage discussion of replies.

This method may also be used informally at all meetings attended during a specific period. An extension worker could write a few pertinent questions on a card, and have everyone in the audience fill in the replies.

An agent may want to find potential audiences for news articles. Questions might be: Does your family subscribe to any newspaper? Give names of papers. Check if there are people in your family in the following age groups. (The agent would have to list age groups and sex.) Name two subjects on which you would like to read an article in your newspaper during the next 6 months.

These questions would provide three types of information. Possible readers, interests of person filling in question, and age groups for special interests.

Other Methods

The mail questionnaire is frequently used by extension workers. It is less expensive than personal interviews, but returns are harder to get. Less information can be obtained than through personal contacts. Questions that require much writing are not answered completely by mail.

Higher returns are secured if self-addressed, stamped envelopes are enclosed for returning replies. Definite dates and clear instructions for returning mail questionnaires are important.

(See *Ask Questions*, page 178)



MANY ROADS TO ROME

by F. P. FRUTCHEY, *Federal Extension Service*

Who are the people that you work with in the county? What are they like? Who are the people that you do not work with, and what are they like?

Who is your audience, or more accurately, who are your audiences? The obvious ones are farmers, homemakers, and young people. We recognize these and have different programs for them.

But there are other audiences—nonfarmers (rural and suburban), persons who have gone far in school and persons who have left school early, persons who are older and persons younger, farmers on large farms and part-time farmers, persons who manage wholesale markets and retail stores, and many other audiences. This includes all of us as consumers, for each one of the above audiences belongs to the consumer audience.

Usually a person belongs to more than one audience. We are used to recognizing these different audiences.

They have different needs and interests and we have different programs for them.

Take a Look

How do you know there are these different audiences in your county? The obvious way and the usual way is by observation. It is easy to tell a dairy county when you see silos and dairy farms. It is usually easy to detect general attitudes of a group at meetings. Opinions about the effectiveness of extension programs are often relayed to agents through local leaders. As we work with some groups, we observe their characteristics and learn their attitudes.

We observe a city with its suburbs and wonder about the people in those suburbs. Do they know about extension work? Are they interested in things extension has to offer?

If you are new, you are briefed by the other agents on the people and the conditions of the county. Leaders

in the county inform you about conditions. You get information from the newspapers. By these and other observations you learn to know the people and conditions. Observation is an informal day to day procedure.

On the other hand, county agents sometimes use a formal procedure to get a more accurate picture of their audiences. For example, Noble County, Ohio, agents selected a stratified geographic sample of 164 rural families who were interviewed. They got information on many questions about the characteristics of the audience in the county.

Informal Checks

Between informal observation and a formal survey there are many useful ways of getting information about your audiences. Massachusetts sent a questionnaire to persons writing for bulletins offered on a TV program. They wanted information about the characteristics of that specific audience which would be useful in planning the TV program. This practical procedure was used in lieu of learning to know the individuals personally, and it provided useful information.

A consumer marketing specialist in a large city kept a record of the questions people asked over the telephone. She used this record as a basis for subject matter of news articles, radio, and TV programs.

Agents in metropolitan areas will tell you that problems with lawns, gardens, and insects are special interests of suburbanites. They learn this from records of office calls, telephone calls, and correspondence.

A tabulation of addresses of persons writing for publications will indicate open country, small town, or city audiences.

A brief questionnaire given to women at home demonstration club meetings can quickly give you information about age, education, size of family, and so on. But suppose you wanted information about all families in the county; the census has it for you. In some cases other records or reports have the information you want.

You can send a postcard questionnaire to people to find out if they (See *Survey Methods*, page 176)

Realism—Clue to the Future

by EVERETT BROWNING, *Extension Editor, Colorado*

TRADITION says old sailors dream of buying farms so they can live out their years in economic bliss; farm communities dream of building factories to bolster sagging agricultural economies.

These dreams are likely to evaporate when studied with cold facts. A farm community may be no more fitted to start a glove factory than the sailor is fitted to farm.

"Why don't we start a factory right here in our county?"

You won't hear much of that kind of talk in Phillips County, Colo., these days. If you do, it is more likely to be centered around an assessment of county resources.

Phillips County has a 10-man development committee assigned to do something to bolster the economy and to improve living.

First Move

A year ago, Lowell Watts, extension director, and Avery Bice, associate director, were approached by several eastern Colorado rural leaders who wanted to do something about the plight of the area.

Watts and Bice suggested a discussion program to get at the real problems of the area. Businessmen and farmers in five pilot counties took it from there with the aid of county agents.

Details varied in the five counties but generally they followed the pattern of Phillips County.

The directors met with Ted Haddan, Phillips County agent, and agents from the other four counties. The agents were asked to approach businessmen and farmers to determine whether there was enough interest to start a discussion program.

"A lot of people were concerned about the future of the county although they hadn't expressed themselves," Haddan said.

"I visited elevator operators, co-op managers, bankers, and key farmers

with this question: 'Would you be interested in a study program aimed at understanding each other's (farmers and businessmen) problems?'

"I stressed that we in the county don't understand each other's problems, even though we are interdependent. I also asked the businessmen if they had experienced a business decline in recent years.

"Well, they were 'right' for this kind of program," Haddan concluded.

Phillips County is entirely dependent on agriculture. Sunshine is abundant; moisture is not. Only 22 of 525 farms are irrigated. More than 11 percent of the population has left in the past 10 years and most of these were young people. About 80 percent of the farmers are over 40 years of age; 7 percent are under 30. The two towns have a combined population of about 1600.

The Phillips County discussion group mustered 50 men representing a cross section of the county.

Haddan selected a few of the men for the discussions and asked the formal organization to select others.

It was a heterogeneous group including cash wheat farmers, diversified farmers, commercial cattle feeders, ministerial alliance, Lions Club, chamber of commerce, and members of ASC and SCS boards.

Series of Discussions

The group met nine times at weekly intervals. The first meeting was an orientation. Ground rules were decided on and the first of five lessons on the history of agriculture were handed out. These background sheets, compiled by CSU Extension Service, were presented at the close of each meeting for study and discussion at the next meeting.

The idea was to see the entire picture. The history was designed to show how Phillips County fit into the State and national scheme.

The seventh meeting was on the resources of Phillips County—human, mineral, water, soil. The group also made an economic survey of members present at this meeting. This was an eye-opener.

"Businessmen and farmers found they had one thing in common," Haddan said. "If they had charged operators' wages against their businesses and farms, they would have come out in the red almost to the last man."

The eighth meeting was a presentation of the social action process taken from the National Project in Agricultural Communications and the ninth was a get-together banquet for the entire county.

Usually four persons were assigned to discussion groups and the people rotated to different groups so that for each meeting the groups of individuals were different.

The discussion group designated the 10-man development committee. This includes a wheat and cattle grower who is also chairman of the county ASC committee, a diversified farmer who is on the school building committee, an auto dealer, three wheat farmers, a pump irrigator who is on the local co-op board and advisory committee for agricultural teachers, a co-op elevator manager, and a Methodist minister.

Three of this group are "outsiders." That is, they were not raised in the county. Three of the men are in their 30's or younger, and only one man is in his 60's.

Realistic Attitude

Perhaps the key to the Phillips County story is youth and realism.

As one panel member said at the final discussion meeting, "A 60-year-old farmer who has farmed dryland all of his life is not about to switch to irrigation. He wouldn't be wise to make the change because he could not return his investment.

"But a man 30 years of age may have to switch to irrigation if he is to survive as a farmer."

It's with such a realistic attitude the members of the new Phillips County Development Committee are facing problems. Similar forces are at work in the other counties which have tried the discussion approach.



Why Youth Need a Flexible Program

by GLENN C. DILDINE, Consultant, Human Development and Human Relations, National 4-H Club Foundation

Miss Randall from the State 4-H club staff started the training meeting, *Understanding and Working with Young People*, by introducing a panel of 4-H club members.

She commented to the panel, "The volunteer leaders and extension agents here would be interested in how you really think and feel about club work. Would you help us get started by briefly telling about yourself and your 4-H work? Bobby, how about you first?"

Youth Speak Up

Bobby spoke easily. "I'm 11. I just started last year. I had a heifer calf. I sure hated to sell her. But now I can get a bull calf. I want to be a cattleman some day like Dad." He turned to Janet.

Janet seemed almost full-grown, but she hesitated, glanced at Miss Randall, then began softly. "I'm just 15. I've taken sewing for 3 years, but a lot of girls got tired of it. We started with just towels, aprons, and hot pads, but I made a party dress this year."

"The one you're wearing?"

Janet answered, eyes down, "Yes."

Ted came next. "I'm almost 16. I sure like your dress, Janet." Several laughed. Ted blushed, but went on loud and clear.

"I live almost in town. Last fall one of the guys heard about this auto club, so several of us joined. I'll get my driver's license next month. I'm all set to pass the tests. What I've learned this year means I can keep up a car of my own and handle it properly."

Ruth, the oldest panel member, asked, "Going to take your girl out first?"

Ted came back, "What girl? Oh, I'll probably start with some of the fellows. Dad says I can buy a car if I pay for it, keep it in shape myself, and drive decently."

Ruth took her turn. "I'm 17, the junior leader in our club. I've taken a series of projects in cooking and home decorating, with enough sewing to appreciate your dress, Janet. Somehow 15 seems years back, but I've always grown up a bit ahead of my classmates. I thought the boys would never catch up, but they're beginning to now, thank goodness.

I wish we had more club work with boys and girls together. But I enjoy working with younger girls now."

Miss Randall opened another topic. "Now we would like to hear something about the kind of club leader you enjoy most. Who'll start?"

Bobby replied, "Our leader is swell. He shows us all about getting our calves ready to show and helps us feed them properly. He shows us what to do when they get sick and all. Dad says I've sure learned a lot about cattle."

Ted spoke out. "When I was 14, we had a leader who wanted to do everything for us all the time. Several of us talked about quitting. But this year Joe Downs from the corner garage seems to understand and like us. He lets us talk about all kinds of stuff, but when we get on some real important part of the job he expects attention to business.

"Somehow he's around when we have a question, but after he's explained or demonstrated he leaves us on our own. If we make a mistake, he'll ask a question or two and we see the trouble and how to fix it. I'd sure like to work for a guy like him."

Everyone sat quietly for a while. Finally, apparently forgetting the audience, Janet said, "I never thought of it that way before, Ted. I guess I feel kinda mixed up lately, between wanting grownups to tell me and then getting mad when they do."

Ruth commented, "I think you just told me why things go well in our club some day, and other days not so well. Maybe being grown up or junior leader isn't just telling younger folks what to do."

Adult Opinions

Now Miss Randall invited questions from the audience. They talked until it was time for the young people to go back to their classes.

When the grownups got back together, Miss Randall asked, "What important growing up jobs did you hear these four young folks describing?" During the discussion, she recorded the points of agreement, combining her knowledge of the research about young people with adult
(See *Flexible Program*, page 178)

Start From Scratch

by GLENN JONES, Program Consultant,
Lewis and Clark County, Montana

WHAT are we going to do? How do we start? These are the two big questions facing public affairs pilot counties.

Under a 2½-year grant from the Fund for Adult Education, six States are exploring ways and means of launching an effective program in public affairs and responsibility. It is hoped that the pilot counties in these States will be able to determine ways of expanding public affairs in county programs.

The Lewis and Clark County, Mont., staff decided we would have to work out with the local people involved what we would do. We had to start with the people in a program planning process. So the first task was to determine their needs and interests.

Community in Transition

As a starting place in the public affairs experiment, we selected Lincoln, a geographically isolated ranching and lumbering community. When a State highway was built through the area, the road and the demand for lumber had a terrific impact on the community. Relatively untouched national forest land now offered potential for the lumbering and recreation industries.

Lincoln's population jumped from its previous 300. School census figures showed that of 238 children under 21 years old, 110 were in grade school and 94 were of pre-school age.

The community was having difficulty passing bond levies, improving city sanitation, and obtaining housing for loggers, among other problems. The home demonstration club and PTA had been the moving forces behind community and social improvement, but the problems they were now facing called for a more representative organization.

A planning or developmental council would have to include members

of all local groups and organizations. This meant including members of home demonstration clubs, PTA, resort and motel operators, loggers and lumber companies, dude ranchers, fish and game interests, Forest Service, and ranchers.

Hurdles for Extension

We had several hurdles to clear at this point. One was to spark the necessary enthusiasm for creation of a planning council.

Secondly we had to create a new concept of Extension and establish our role in an activity of this nature. Except in working with the home demonstration group, Extension had not been active in this community.

Finally we had to establish mutual understanding with the Forest Service on our roles. The Forest Service was concerned about the welfare of the community and was an essential partner in any long-range planning. Extension could act as catalyst and liaison between the Forest Service and the people if we had the respect and confidence of both.

Prior to the first community meeting, we talked with the local forest ranger and his supervisor. They gave us additional background information on the community and the social system.

Our first citizens meeting was exploratory. We invited about 12 people representing a cross section of the community. Of the six who attended, women outnumbered men. We felt the previous home demonstration contact accounted for this.

After first explaining our pilot project and its purpose, we led the group into a discussion of their concerns. Problems included timber management, disease control, development and protection of the recreational features of the area, school financing, sanitation, and general growing pains of the community.

We explained that we were willing to help develop a planning council, but any future moves were up to the citizens. If this representative group felt the idea worth pursuing, they must make the next move.

These people immediately set the date of the next meeting and assumed responsibility for getting a larger, more representative group together. They also suggested that the Forest Service and Fish and Game representatives attend.

Fifteen people attended the second meeting. This time more men took on community leadership. This meeting was a repetition of the first, but the Forest Service was able to clear up some misunderstandings. The ranger, an active member of the community, was invited to become a member of the planning group.

We still made no effort to formalize the group, though we explored makeup of a planning committee, its possible purposes, and activities. A nominating committee was appointed to suggest a slate of officers and recommend representation, membership, and bylaws for the community development council.

Due to summer activities, further developments of the committee were postponed until this fall. Meanwhile, extension and other agencies carried out some followup activities with specific groups according to the committee recommendations.

Takeoff Point

If this committee is to be successful, it must depend on many of the existing organizations to carry out action. Its major function will be that of planning, coordinating, and encouraging action. In essence, the existing organizations become subcommittees for action.

Our experiences in creating this council so far have pointed out the importance of studying the social systems in the community. We also see that we must follow the principles involved in the social action process in order to make this a people's committee.

We now have a pretty good idea of these people's needs and interests. Community improvement and the public affairs project can go on from there.

Springboard to Good Planning

by ERROL D. HUNTER, Assistant Director of Extension, Oklahoma

LEARN to know the neighborhoods, the people, and the problems of the people. This is a key step in program development in Oklahoma.

By determining social groups, agents get closer to neighborhoods and their leaders, communities, and the total county.

One result of program development is a single plan of work for all extension workers within a county. This helps agents serve where people indicate they need the most help. Blending and strengthening of all groups and agencies—agriculture, education, business, industry—usually results.

The first step in this process is to map out neighborhoods. Through this process, agents can see ties that bind people together.

The "tie" in communities is less intense than in neighborhoods. It may be a school, church, shopping area, or something else. Generally the bond seems weaker in areas of larger, more commercialized farms.

Program Building Steps

Ideally, steps in county program development are:

Map the neighborhoods as to area and individuals living in them.

Develop a list of leaders in each.

Map the communities (one or more neighborhoods). Neighborhood leaders make up the community leaders.

Hold a community meeting of neighborhood leaders who elect three or more representatives to serve on the county program development council. Encourage the people to list important community problems and select one to work on during the year. Make a special effort to involve both rural and urban leaders in the program at the community level.

Hold a meeting of the program de-

velopment council plus representatives of all agencies and interests in the county. Include county commissioners, soil conservation districts, ASC committee, Farmers Home committee, business and professional women's clubs, garden clubs, home demonstration councils, and 4-H councils. *Members of the county extension staff and representatives of other such agencies guide but do not take the lead.* The program development council will elect officers and select major problems. These problems may come from those listed by communities or they may be additional ones.

The officers of the council name an executive committee of at least six men and six women from among the membership.

This executive committee appoints committees to work on each problem as they see fit. *County agencies serve as guides and resource people. They advise and assist in studying, analyzing, and developing action programs to help solve problems.*

Counties try to complete these first six steps prior to the county home demonstration council's annual program planning. In this way the home demonstration council may include the problems of the program development council in its program of work.

At a second meeting of the entire program development council, committees report progress and future plans.

As a result of the development of this program and with the knowledge of the people, their needs, and problems, a single plan can be designed for extension work.

A county program development council has operated in Cleveland County for 6 years. County agent Vernon Frye reports:

"As a result of a suggestion by the county program development council, a beef cattle improvement committee was formed. This committee has grown into a countywide association for the improvement of market cattle.

"The association holds an annual meeting (which draws around 350 people), a spring pasture tour, and an annual sale. Interest in better cattle and in the improvement association is growing.

"Our rural-urban committee paved the way for a city-county planning commission made up equally of city and farm people. This commission serves as an advisory group in new developments, business zoning, and improvements which affect both the county and its cities.

"Our program development council recently conducted a tour of industries and farms for both rural and urban people. The objective was better understanding of each other's problems. Urban businessmen have asked for another such tour. One said, 'This is good—it lets us know what's going on.'

Catalytic Results

"Committees must have special activities that develop interest and responsibility in reaching their goals. To name a committee and hold meetings is not enough. The committee must go ahead and grow to be functional. Our county program development council has been a springboard to form active, growing, and effective special interest committees.

"The development of the county council and resulting committees has enabled our county extension staff to be in closer contact with more people and serve a wider area of society through efficient and effective leaders. The council has made possible a better extension program."



Home demonstration club members take notes on how to make the Price County labor survey. Jon Doerflinger from the University of Wisconsin gives instructions.

Adding Up Labor Resources

by MRS. HAZEL G. CROOK, Price County Home Agent, Wisconsin

YOUR county's population dropped 29 percent between 1950 and 1958.

When the Census Bureau gave that estimate, the Price County board and other residents decided to make an actual count. Price is a pilot county for Rural Resource Development and precise figures are important for program planning.

Survey Coverage

The county board asked the county extension office and Rural Sociology Department of the University of Wisconsin to set up machinery for a "nose count" of full-time residents in the county.

The number of people in the county was only one of the answers needed. What is the age distribution? Totals for men and women? Where do people live? How many full-time or part-time farmers does the county have? What occupations and special training skills—particularly for those not in the labor force at the present time—are represented?

Volunteers were needed to make the survey. The county home demon-

stration organization supplied 137 women to do the job.

The townships, villages, and cities in the county were divided according to density of population, with each enumerator checking an average of 30 to 35 families.

County Resource Development Agent Vern Hendrickson, Jon Doerflinger from the University's Rural Sociology Department, and Home Agent Hazel Crook held three area training meetings to brief the enumerators.

Each town chairman, village president, city clerk, and city assessor checked the survey sheets of his area before they were returned to the extension office.

In three weeks the survey was completed. Only the cooperation of volunteer interviewers made this possible.

Immediate Results

The final tabulation showed that the population had dropped only 11 percent instead of the 29 percent estimated.

More important than totals, however, was the complete picture of

Price County's labor resources which the survey gave.

The survey not only showed what people were doing, but the labor potential—occupations people are trained for but not working in at the present time. Among the people with special skills not then being used were homemakers who would work outside the home if they could.

These facts proved valuable last year when Wisconsin was selected as one of four States in the Nation to conduct the Experimental Rural Area Program. The Wisconsin State Employment Service worked with extension to make a pilot study of manpower as part of this Labor-Agriculture Pilot Demonstration—a total resource accounting.

W.S.E.S. was able to do the testing and counseling faster due to the labor survey. It eliminated one phase of the study which saved time and reduced office force.

Home demonstration club members followed through the entire program. Knowledge about people and their occupations which the women had gained from the survey helped them lead group and individual participation in the study.

Future Use

Committees under the Resource Development Program are presenting the information from the survey to new industries and resort operators interested in locating in Price County.

One of our cities now has a directory based on information about its residents obtained during the survey.

The county nurse used the survey results for a list of people trained in the field of nursing who will help with health clinics or assist in an emergency.

The Resource Development Program can't be accomplished overnight, but the future looks more promising now. Small industries have moved into the county; the resort and recreation industry is growing, and agricultural operations are changing.

Local residents were alarmed at the estimated population loss and began thinking about the county in broader terms. We know more about our extension audience from the detailed labor survey which resulted.

Grasping the Fringe Situation

by GEORGIA LEE WREN, Fresno County Home Advisor, California

WHAT about our audience in fringe area communities? What are their needs? How can Extension and other agencies work together to help meet these needs?

To find answers to these questions, we made a study in a typical fringe area community. The objectives were to become familiar with the community's characteristics, to help professional workers coordinate efforts in the area, to help agencies better serve the community in relation to specific needs, and to interpret community needs and help local people take action on their own problems.

Farm workers are moving to the fringes of Fresno County towns and new communities are developing in rural areas. This situation brings Extension and other organizations face-to-face with new and different problems.

We need to become more familiar with these fringe areas. What is the mobility of the population? What are the specific characteristics?

What are the major unmet needs? What is our job here?

Extension representatives met with other agencies and prepared a survey. Then we selected one community as a sample fringe area.

A group of local citizens helped decide the survey type and method. Representatives from other agencies also assisted.

Agencies directly involved included University of California agricultural extension, Fresno County Migrant Ministry, and the Fresno County Community Council.

As many agencies as possible assisted with the survey. Approximately 100 personal interviews were made both by professional workers and citizens of the community.

Of the total population, 50 percent are Spanish-speaking. Of the adult population, Negroes total about 50 percent. Less than 15 percent are white Americans.

One significant finding is the great number of married couples. This

is a relatively stable community that seeks improvement but needs guidance and leadership. Seventy-two percent have lived in California for 10 years or over; 37 percent own their homes.

According to the findings, at least half the population are youth. Forty percent attend school. So the school is a key position for contacts and communications.

The average income per household is about \$2,000. Eighty-two percent have cars at least 5 years old; 25 percent of the cars are over 10 years old.

Preferred recreation and community activities, listed in order, were church, movies, TV, school, picnics, 4-H, and teen club.

Health needs were recorded. A number of people reported not using the baby and health clinic facilities because of transportation problems.

Using the Information

Results of the survey have been interpreted to groups of local citizens.

The report went to the county board of supervisors, participating agencies, State representatives, Governor's office, the mayor of the adjoining city, area citizens group, and county rural health and education committee. And the local newspaper published a series of feature stories based on the report.

The county rural health and education committee is exploring the possibility of a grant to implement a community development program. This group also appointed a subcommittee to look into a self-help project encouraging residents to better themselves in terms of education, housing, health, and other needs.

Extension's Share

The people are concerned about safety, community improvement, and education for their children. They want a standard of living which will provide adequate shelter, food, and clothing.

Three immediate possibilities are open for agricultural extension.

(See *Fringe Area*, page 176)



When materials for new church didn't meet specifications of new county building code, 35 members raised enough money to begin again. At left is the old place of worship.

Looking at Local Trends

by WALTER U. RUSK, *Huntington County Agent, Indiana*

Pick up any newspaper and you'll find news about trends—stock market, car buying, women's fashions, political, agricultural.

These are national trends, general trends. They have a bearing on the local scene but we need to know what the local situation is. The best and probably the only way to do this is to make our own surveys.

In Huntington County, the extension committee took the first step by requesting an occupational survey. As a result, people know more about their county situation.

Preliminary Work

At a series of 12 township extension meetings, leaders were prepared for the survey. Each of the more than 300 leaders was given a map which showed the location of every house in his township. Leaders were assigned to one or two sections and given tabulating sheets to indicate the information collected.

Only rural adults and youth out of high school were to be included in the survey. Incorporated areas were not surveyed.

Results were reported at a scheduled meeting. After all reports were in and tabulated, township totals were figured. These figures were combined and compared to get the county picture.

Examples of Results

The facts that this survey turned up were shocking to many people. More than half of the county's rural population are nonfarmers. The number of full-time farmers ranges from 7.5 percent to 43 percent in the different townships. Part-time farm-

ers vary from 2.8 to 19 percent of township population.

Industries and other places of employment were listed for nonfarmers, part-time farmers, and women. We discovered that many are working outside of the county.

This survey indicates that fewer farmers are operating the land but units are larger. The average farmer operates at least 200 acres; many have 300 to 400 acres. Many rural nonfarmers own up to 100 acres and rent to the operating farmers.

Figures indicate a slight decline in the number of part-time farmers, and a greater decline in hired men.

Opportunities for boys to start farming are few. The survey indicates that only about 10 boys in the 12 townships start farming each year. About the same number of older farmers place their entire farm in the acreage reserve program.

Survey Uses

The information from this survey is being used by the extension committee on long-time program planning. It is also being used by farm organizations, churches, and schools to help analyze their membership and prospective membership.

Extension has found that rural nonfarmers are interested in having their boys and girls in 4-H club work. Many wives are interested in home demonstration club work and prefer to hold meetings in the evenings.

On the agricultural side, few calls come from this dominant group as they have rented their land. Few rural nonfarmers keep a milk cow, brood sow, or garden.

Most new homes are directed (in

the way of size of lot, location of well, and sewage disposal system) through the county plan commission of which the county agent is a member. An education program is conducted on proper sewage disposal.

Many nonfarmers attend farm organization meetings, PTA meetings, and community extension meetings where they receive information relating to cooperative living in the country. Most of these people follow the news stories and radio information from the extension office.

Full-time farmers still depend on the county extension service for the latest information. They seek facts on new technologies of farming. Farmers are interested in farm reorganization and adopting labor saving efficiencies in all farm operations.

It is full-time farmers who participate in most extension activities. Their representatives are members of the crops and livestock project committees. They have strong representation on the county extension committee. They are concerned with the future of farming and request extension to keep them informed on trends.

Continuous Process

Extension provides a wealth of material from the census figures on number of livestock, milk production, number of animals marketed, crop acreages, crop yields, number of farms, and size of farms. In chart form this material is presented to township leader meetings, service clubs, and farm organizations. The same material is also mimeographed for general distribution. The extension service then secures opinions from all of these people on what they predict for Huntington County agriculture.

All of this information, plus the results of this occupational survey, helps Huntington County people better understand rural problems.

The county extension committee have asked that we repeat the survey next year. They feel there have been other major changes in rural occupations. These leaders are enthusiastic about the past surveys (1950, 1953, and 1959) which helped them to become aware of local trends.

As Others See Us

by JEAN F. JUDGE, Associate
Specialist in Food Marketing,
New Jersey

*Would the good Lord the gift had
given us
To see ourselves as others see us.*

Just how do others see us? What does the public think and know about the Cooperative Extension Service?

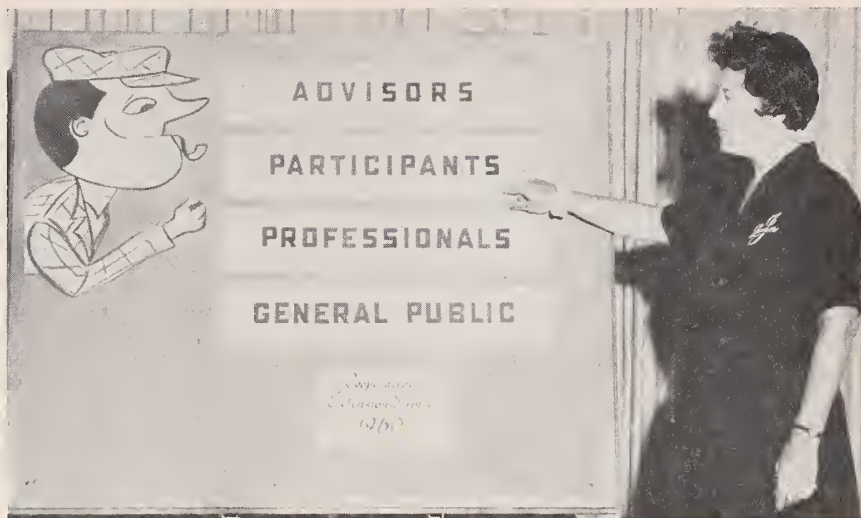
One reason for the success of extension teaching in the past has been the willingness to listen as well as lead. Answers to these leading questions mean a great deal to Extension and its work in the future. New Jersey's recent check on the public image of Extension provides some interesting answers.

As part of a self-evaluation of the entire College of Agriculture, Extension was given a mandate to "evaluate and reformulate for the foreseeable future the organization, administration, programs, and outcomes of existing or desirable extension activities."

A mail questionnaire study was conducted by the Department of Agricultural Economics as part of this self-examination. Primarily the study was to 1) determine the public's image of Cooperative Extension Service, and 2) determine how well the public understands the relationship of Extension to the State University.

Audience Breakdown

Questionnaires were sent to 1500 advisors, participants, and professionals and to 2,000 people selected from the general public. We felt that these breakdowns covered our total public.



Author Jean Judge points out types of audiences while reporting on New Jersey's survey of public understanding of Extension.

In New Jersey, county extension advisors are lay people organized to plan, promote, and evaluate the county extension program. There are separate advisory groups for agriculture, home economics, and 4-H in most counties.

Participants were defined as those who had contact with Extension through meetings or newsletters, but were not involved in planning, promoting, or evaluating extension programs.

The professional public included people in fields similar to or allied with Extension, such as vocational agriculture teachers; home economists in business and teaching; field personnel of feed, seed, and chemical companies; Boy Scout, YMCA, and YWCA leaders.

The sample used for the general public was drawn from the telephone directories of all counties in the State, based on population.

Answers to the survey cards were returned unsigned to a post office box. Returns totaled over 50 percent for the advisors, participants, and professionals. The general public returned almost 15 percent of their questionnaires.

Because of the nature of the study, questions differed among groups. All were asked 5 or 6 questions, including—Name your county extension workers.

What did we find out? The following are highlights from the study:

- Approximately 90 percent of the advisors, 71 percent of the participants, 41 percent of the professional public, and 5½ percent of the general public could name a county extension worker.

- There was high identification of Cooperative Extension with the State University among the advisors and participants; low identification among the general public.

- More extension advisors indicated they had become members of the advisory group because of personal invitation from the extension agent than for any other reason (39 percent). Twenty-two percent were elected to represent other groups.

- Thirty-nine percent of the advisors indicated that the most important personal benefits from serving as advisors were meeting new people and learning how to do things. Thirty-six percent said that having a source of unbiased information was most important.

- Forty-four percent of the extension advisors saw their primary responsibility as planning, promoting, and evaluating the county extension program. Thirty-one percent indicated that attending the meetings of the advisory council was their primary responsibility.

- More than one-third of the participants saw Cooperative Extension as a county service organization; slightly more than one-fourth saw it (See *Public Knowledge*, page 183)

FRINGE AREA

(From page 173)

Revive 4-H activities. The need for a lively youth program is indicated by the survey. Work with the residents, in cooperation with other agencies, on a self-help project. Involve the whole community in a cleanup campaign. Finally, demonstrate to families, on a budget basis, improvements which can be made with available materials and money.

In a longer range plan, an extension rural sociologist might be assigned to Fresno County. Under his direction, a community improvement program could be set up with available resources.

Using this area survey for background material, Fresno County extension workers can grasp the fringe area situation. From there we can work with the local people to solve their problems.

SURVEY METHODS

(From page 167)

read your news stories, listen to your radio broadcasts, or read your newsletters. Of course, you can point out inaccuracies in this method, but it is more accurate than a few misleading observations.

You may also use an informal but systematic method of talking with different persons, as occasion permits, to get the above information. This you do with a plan consisting of a few questions to be asked, the various groups to be sampled, and an easy means of recording the answers so you don't need to depend on memory. It's done through conversation as you meet people.

Agents and specialists have talked with homemakers in a grocery store as they picked up extension leaflets on food. Agents asked them if they had taken leaflets previously, if they read them and tried any of the suggestions in the leaflets.

If you want to know how many people look at your exhibit, you can station someone at the exhibit during sample hours to count the number of persons. You could also determine whether they were children, adults, men or women, and how long they looked. The drawing power of

two contrasting exhibits could also be checked in a similar manner.

There are many other ways of getting information about your audience to supplement your observations without making a formal study. Informal methods are helpful and practical even though they are not accurate to the nth degree. Often you do not need a high degree of accuracy.

Let's say, for example, your goal is for 50 percent of the recipients to read your newsletter. You find through informal checking that 60 percent read it. If your error is 10 percent, you know that somewhere between 50 and 70 percent of the recipients read the newsletter. In that case, you know that 50 percent or more read it.

If a low priced model will give you the transportation you need, why get a high priced car? An informal method of getting information about your audiences may serve your purpose. It will supplement your observations.

When the time comes that you want a better model you can make a formal study. There are many roads to Rome. The main point is to get there. In other words, make sure you know your audiences.

FARM CENSUS

(From page 165)

gram requires some collecting, sorting, and evaluating county data on resources and agricultural activities. The Census of Agriculture can provide detailed and comprehensive data at both county and State levels.

Census data can again be useful in analyzing and understanding agricultural policy. How many farmers will proposed farm programs affect? How will these programs affect the income of each kind and size of farm? Census data, classified by type of farm, size of farm, and economic class of farm, will help in analyzing and understanding the effect of proposed programs.

Perhaps no decade has opened with such a combination of problems and opportunities as the 1960's. The Census can help to provide a basis for wise decisions affecting not only 4 million farmers, but the 164 million other Americans who depend on them.

FILM REVIEW

NEW MAN ON THE LAND. Produced by Massey-Ferguson, Inc., in collaboration with American Farm Bureau Federation. 13½ minutes, color, sound.

First of a series of films on farm management, *New Man on the Land* features the high moisture corn operation of 35-year-old Wally Morris of Normal, Ill. This documentary has high interest and educational value for farm audiences. And it is a good vehicle to interpret modern American agriculture at its best to urban audiences.

Morris, a former 4-H and FFA member now managing a highly successful 530-acre farm of his own, is typical of today's progressive farmer.

New Man on the Land is available without charge through Stanley Neal Productions, Inc., 475 Fifth Ave., New York 17, N. Y.

BOOK REVIEW

PEOPLE, LAND, AND CHURCHES by Rockwell C. Smith. Friendship Press, New York.

As educator, teacher, pastor, rural sociologist, the author understands the steps in the learning process. He uses the principles to motivate the reader.

People, Land, and Churches makes us more aware of the changes taking place in the rural community. It creates a desire to learn the facts, to understand, and to do something about it.

The book probably reaches its high point in chapter 7 in the examples of people working together in the uniting of individual churches, of cooperation between churches, and between churches and other community organizations.

People, Land, and Churches is not a fact book. It leaves to other resource pieces the responsibility of providing specific facts regarding the major changes taking place, the impacts of these changes on people in the community, guidelines to resources, and the framework for cooperation with other community organizations and agencies—*P. F. Aylesworth, Federal Extension Service.*

WHO

Is Your Television Audience?

by EARLE S. CARPENTER, *Communications Specialist, Massachusetts*

MASSACHUSETTS began telecasting December 1951 over one commercial station. Today we are working with six VHF and UHF stations—two educational and four commercial. Our programs, live or taped depending on station equipment, are planned for the home gardener and homemaker.

Who is to be the audience? From time to time it is necessary to check on whether we are meeting the needs of our audience.

For example, *Gardener's Almanac*, a 25-week series, is being presented for its fourth year over an educational VHF station in Boston. The program's objectives are to make the teaching of home horticultural principles available to more Massachusetts residents and to provide an outlet for research and practical information from the College of Agriculture.

For the first 2 years, the program was presented once a week. In 1959, the programs were taken directly from the air and telecast over a New Hampshire station on Thursday evenings and retelecast via tape on the Boston station. This year it is also being telecast via tape a week later over two UHF stations in the western part of the State. In this way the programs cover all but one county in the State.

Using Publications

To supplement each telecast, it has been our policy to offer an appropriate publication, sometimes several times during the series.

In order to organize this expanded coverage, it was necessary to evaluate past programs and adjust their content to audience needs. This was done at the end of each season by

random sampling of 100 names chosen from the requests for publications.

The number of different individuals requesting publications during the 1957 series was 3,537 and in 1959, 5,020. In 1960, this number is expected to reach 6,000.

From the sample questionnaire, which was returned by 84 percent in 1959, we learned that 42.8 percent of our audience was from cities and towns of over 25,000 population. The majority of them were not familiar with the local county extension program.

Among the questions asked were:

Which month did you first see the *Gardener's Almanac* program? Result: 56 percent—the first two months (April and May).

How did you first learn of *Gardener's Almanac*? Result: Newspapers, 34.55 percent.

How many of the 25 programs did you or others in your household watch? Result: 38 percent saw 11 or more programs.

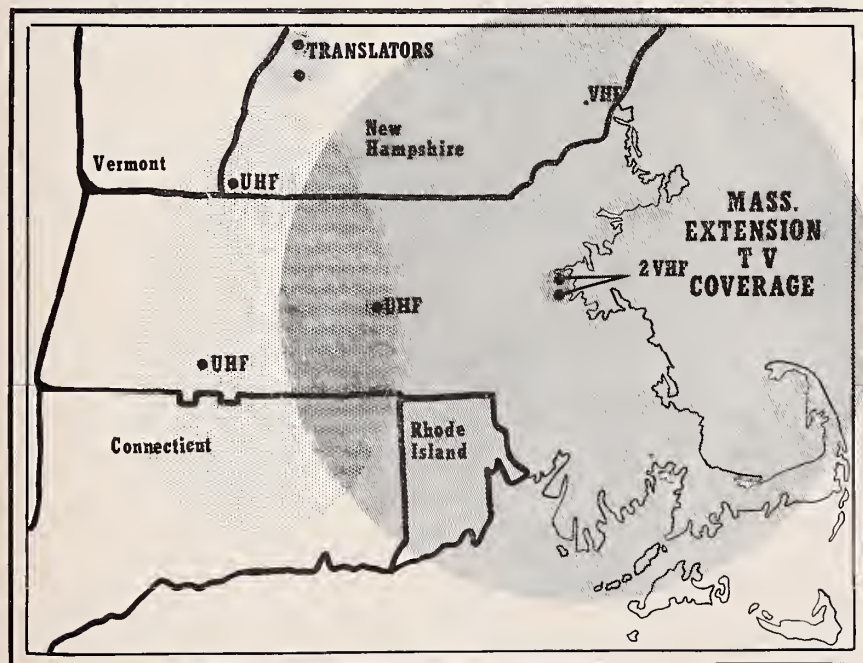
Did you or other members of your household watch *Gardener's Almanac* in 1957 or 1958? Result: 1957—11.9 percent and 1958—50 percent.

Were the instructions and subject matter as presented in 1959 too elementary, too advanced, or just right? Result: Just right—88.1 percent.

Have you contacted your local extension service for assistance with horticultural problems since April 2, 1959? (Note: A letter was sent with each request listing the location of the extension office and suggesting that its personnel be contacted for further assistance.) Result: Yes, 26.2 percent.

List five home horticultural subjects you would like to have presented in 1960. Results: Suggestions were grouped and used as the basis for the 1960 series.

By knowing the above facts or similar ones regarding *Gardener's Almanac* audience, we have been able to develop each year's series to meet the needs of the viewing audience. In many cases the same subject was



(See *TV Audience*, page 180)

ASK QUESTIONS

(From page 166)

Some States have used a "mail out-pick up" plan. Questionnaires are mailed to people; later someone calls to pick up the completed form or to encourage completion and help with problem questions.

In addition to the above methods there are informal audience survey methods such as show of hands, testimonials from leaders, and group discussions. Census reports, crop reports, and surveys made by other organizations yield valuable data for the extension worker.

Women Surveyed

Mail and personal interviews have been used for making extensive studies of home demonstration members during recent years. Results of these studies show that some of the audiences were women in different age groups; with varying education levels; with children in different age groups or with no children; and with low, medium, or high incomes.

Problems and interests were also different by certain characteristics. The studies revealed that age and family situations influenced women's interest in diets, clothing, housing, child guidance, and management.

Women with high school education or beyond named concerns about their children more than women with less education. The same was true of the use of family financial plans and records of family living expenditures.

Women who belong to organized groups generally have more education and are younger than nongroup members. Nine out of 10 home demonstration members under 30 years old had completed high school as compared with three out of 10, 60 years of age and over. Eight out of 10 of the younger group and two out of 10 of the older group had some home economics training in school. Women under 30 belong to fewer organizations than those 30 and over.

Most people will cooperate in providing information if they:

- understand the purpose for the information being collected.
- are approached properly.

- receive some of the results of the findings.

Surveys made for program planning or evaluation are more effective if local committees participate in planning, collecting, and reporting the information. We do not need to be afraid of involving people in collecting information about themselves. People like to read about their own situations if the information is properly reported.

These facts can mean a great deal when planning extension teaching methods and program content.

Looking, listening, and asking questions with a purpose are basic to learning about people. We must know what to look for and what kinds of questions to ask if we are to really know the people with whom we work. And we have to know these people in order to do our best job.

FLEXIBLE PROGRAM

(From page 169)

interpretation of what the panel members had been saying.

Young people work hard at learning to handle maturing relations with grownups. Younger members want and need more direction and help. Early and middle teens work hard at becoming more independent, but still want adult support and guidance. A car means real independence. Later teens normally meet grownups as partners. More mature members become interested and able to help younger members.

Youth are learning to handle more complex and varied work. Maturing young people seek to master progressively more difficult jobs, especially when they see these as part of important grownup work and living.

Young people learn to handle changing relations to each other. Preteen boys tend to reject girls, to seek a place in the sun with other boys in athletics or man's work. Girls vice versa.

In early and middle teens, bodies mature and interests change. Boys and girls turn toward each other, first in larger groups, often with earlier maturing girls taking the lead. As they seek more freedom from adult control, belonging to

their own group provides needed self-assurance. So for a time they often show almost slavish obedience to group "customs" in dress, language, actions. These jobs of mastering independence, group belonging, and more mature boy-girl relations often crowd out former interests and hobbies.

In later teens, they move toward more discriminating, closer friendships with fewer boys and girls, often of similar backgrounds and interests. They often pick up former interests and hobbies where they dropped them earlier.

But each boy or girl tackles these growing up jobs in his own way and time, with wide difference in success. Reasons for individual uniqueness include: differences in training of boys and girls; whether one is an early, average, or late maturer (up to 7 years normal variation); differences in home and community backgrounds.

Miss Randall now helped leaders and agents explore and reach some conclusions on what this means to a 4-H club program.

Implications for 4-H

Growing up jobs provide important general guidelines for our club program, because successful mastering of them leads to becoming the kind of person and citizen described in our 4-H club emblem and pledge.

Therefore, we need to provide a wide variety of projects, directly related to adult work and activities. For many projects, progressive series or levels of complexity are needed so a young person can see his own growth toward more adult effectiveness.

Early and midteens need opportunities to work on changing relations with each other and grownups. Help should come from adults who are understanding and guiding rather than directing and controlling.

But the uniqueness of each boy and girl means that a general program aimed at mastering common jobs must not be used to fit all young people into a series of uniform molds. Each club member needs help in mastering these predictable growing up jobs in his or her own way and time.

Motivation Through Self-Discovery

by REX E. CARTER, Fayette County Agent, Pennsylvania

FAYETTE County farm leaders want the facts and are willing to help get them.

During February 1955, 11 rural leaders, representing local agricultural organizations, called on extension administrators and specialists for the battle with Fayette County's economic problems.

During the depression, unemployed coal miners raised fruits and vegetables to solve their income needs. Their produce flooded local markets. With coal reserves dwindling and unemployment rising, local leaders feared a return to depression era conditions. They decided to do something about it.

Economists and sociologists from Pennsylvania State University resident teaching and extension staff were directed to counsel with the county's rural leadership and aid in studying local problems. As a first step, the leaders' committee was urged to analyze the county's resources.

Fayette was designated a pilot county for the Rural Development Program in 1955. The new Rural Development committee set as their first project a detailed resource survey of the rural areas.

Survey Planned

Specialists from Penn State and the Federal Extension Service helped local leaders develop survey schedules, determine areas of study, and train local volunteer enumerators.

Detailed instructions were prepared for each worker on how to conduct interviews and complete the work schedules. Followup meetings were held in the sample areas to assist leaders.

Survey information came from personal interviews with a sample of people living in the rural areas.

The samples of families to be interviewed did not follow established community lines. Nor was the sample area always in an organized community. A personal interview was made with at least one member of the family. In most cases more than one family member was involved.

Three main objectives were set for the study. First, it was expected to show interests and selected social and economic characteristics of the rural people. The survey was expected to help isolate problems which would require additional research. Finally, it would involve local people in discovering problems and thus generate interest in attempting to solve these problems.

Conditions Revealed

This study showed that the rural people were interested primarily in nonfarm work. Three out of 4 men had nonfarm jobs; and there was evidence that many farmers would take full-time off-farm jobs if available. Only a small proportion of nonfarm workers were interested in farming.

About 50 percent of the farms grossed less than \$1200 annually. Six out of 10 farmers had more income from off-farm work than the cash value of farm products sold.

Economic assistance to the rural population, it seemed, must come primarily from industry rather than from agriculture. A large proportion of the people now depend on nonfarm work and a large proportion of farmers look to industry for supplementary income.

In addition to the check on occupations, the survey covered interest in farming and size of present farm enterprises. To measure the level of living of the rural people, respondents were asked if they had various

items in their house—television, telephone, washing machine, newspaper.

Realizing that surveys are valuable only when the facts are put to use, the Fayette County Rural Development Committee has established many goals and objectives. Several programs have been advanced for the county's improvement.

Using the Facts

The RD committee cooperated with the Fayette County Industrial Development Council in raising funds and securing suitable locations for new industry. Over 3,000 new jobs have been provided to date.

A countywide planning and zoning commission and development of a countywide zoning ordinance have been encouraged.

Fayette County established a farm unit demonstration program to explore the opportunities for agricultural expansion and to determine the productive capacity of local soils.

Additional surveys were made to determine labor skills of nonfarm workers, study farm procedure markets, and assist local dairy farmers to determine costs of production and prepare factual information for the Pennsylvania Milk Control Board.

Local communities are encouraged to survey their needs and develop improvement projects. Seventeen communities are now enrolled in the Pennsylvania Chamber of Commerce community improvement contest. Programs for better health and better living are promoted.

Community leaders consider the need for developing confidence in the future as their most difficult assignment. By discovering problems and possible solutions themselves, the people move ahead with confidence.

TV AUDIENCE

(From page 177)

repeated, but presented in a "new dress."

Comments from viewers indicate the programs are acquainting suburban and urban audiences with one phase of the extension program.

Homemakers Programs

Since 1957, a 15-minute segment of a 1-hour daily homemaker's program has been presented each Monday in the western part of the State over two UHF stations. During the past 1½ years, it has also been carried on another station in the central part of the State and over 2 translators in Vermont and New Hampshire.

A Boston VHF station, which telecasts locally in color, went on the air in November 1957. Since then, 12 to 15-minute segments have been presented weekly on this half hour daily sustaining program. On Tuesdays our program presents various home-making subjects; on Wednesdays it is devoted to food marketing and consumer education.

Questionnaires similar to the one used on Gardener's Almanac were sent to names chosen at random from requests for publications offered on telecasts. Of the replies received, 66 percent were from viewers of UHF stations and 73 percent from VHF stations.

Viewing Statistics

From these questionnaires we learned that less than one-third of these viewers had contacted their local extension office for assistance with homemaking problems during the report year. Only 7 percent had participated in their county home-making programs. This clearly indicates that we could present subject matter material similar to organized county programs.

The replies listed many subjects which the viewers would like to have presented. Areas of importance were foods, home furnishings, home management, clothing, horticulture, family relations, and recreation. These replies have been of great value in our planning.

In June 1960, 350 persons who had requested publications two or more times since November 1959 were sent questionnaires. By the end of the first month, 45 percent had been returned.

From these replies we learned that: 48 percent are between 35 and 49 years old. This group averages 2.4 children under 21 years of age. Fifty-four percent have only a high school education. In 1959 forty-two percent had income after taxes of \$3,500-\$4,999. Husbands of 24 percent are skilled workers. Only 8 percent belong to extension groups.

This group was also asked to suggest subjects for future telecasts. At present the choice of subject matter follows the general pattern reported previously.

To date, the only guide to knowing our audience has been random sampling via questionnaires mailed to persons who have requested publications. The information assembled, however, has helped us to learn something of the nature and desires of our audiences.

According to stations' estimates, we are reaching 125,000 persons weekly with our home gardening and home economics television programs. This is an impressive figure, considering our limited resources, but we continue to work for greater and better coverage.

EXTENSION'S AUDIENCE

(From page 163)

these demands. The Smith-Lever Act referred to "the people of the United States" and not to a specific group.

It is realized that audience determination will vary within every county, but the Scope Report sets out some common guidelines. Extension's first responsibility is still with farm families. The Report lists other groups in the following order: nonfarm rural residents; urban residents; farm, commodity, and related organizations; and individuals, firms, and organizations which purchase, process, and distribute farm produce and provide services.

Carrying an active program to all these groups will depend largely upon the size of the staff. How many rungs can we reach on this ladder of service?

Perhaps local people through program planning and projection should help us decide. If our program is of the people, then we should not make the decisions alone. Let us give facts to these publics and call on them. Often this process results in more resources to meet the demands made upon Extension by the general public.

Different Perspective

An agent must get away from his everyday activities, at times, and make some long-time decisions. An agent has to analyze the county situation to determine what the people of his county want and need to raise their level of living. He needs to study the various commodity groups and determine neighborhood boundary lines. These and many other factors are involved in determining Extension's audience at the county level.

A part of the getting away from everyday duties might be involved in a program of inservice training. If agents are to keep abreast of latest information, continual training and study are necessary.

Advanced studies offer good opportunity for agents to qualify for better service to their clientele. Agents must continue to keep up with subject matter, but inservice training and advanced study in the social sciences will also be helpful in determining audience and audience behavior.

The audience will vary from subject to subject. For example, marketing necessitates working with urban situations in large terminal markets as well as with the producer, while conservation may be confined more to rural situations.

When we try to answer the question, who is Extension's audience on the county level, we find it depends upon many factors. In one county it may be the total population and in another, certain segments.

How we determine the audience in the county is largely left up to individual agents. But we have the responsibility of putting forth every effort to determine the various publics and to work with them to improve their situations.



LAUNCH A MIND PROBE!

by ANNA J. ERICKSON, *Information Specialist, Washington*

IF you ever feel out of touch with Joe Doaks or Sarah Oakley, go out and launch a mind probe.

Go down the road and knock on doors—any doors. Make a few old-fashioned get-acquainted visits.

There are lots of ways to keep in touch with what is going on inside the mind and heart of rural America. But the simplest, most direct way is to go visiting—sit face to face with Joe or Sarah or Bob or Dora, and listen.

First Contact

I've made quite a few such visits in the past few years with county extension workers. We just climb into a car and head down the road to find a family the agent hasn't met.

We go armed with something to leave for identification and possible followup. It's the printed list of Washington State's current extension bulletins.

The back page of the bulletin list has a message from our Extension Director, C. A. Svinth. It's a brief explanation of the information and aid available from county extension agents and WSU.

The bulletin also contains the location of each county extension office. The agent circles his office

address and writes his name on the bulletin left with the family.

When we walk up to a door, the agent does the honors.

"I'm Joe Maxwell, your county extension agent. We'd like to stop in and get acquainted if you aren't busy."

That wide grin agents are famous for opens all doors. The answer is sometimes: "I was just planning to . . . but do come in a few minutes." The few minutes usually stretch into an hour or two—at their urging.

The idea that someone is interested enough to stop by just to get acquainted appears to have an irresistible charm. And a visit, solely to get acquainted, results in just that.

On these visits, I'm interested in listening and in looking—soaking up impressions. I'm fascinated by the way people use words and by the private meanings they give them.

An hour or so of visiting leaves a big impact. I'm not conscious of being a color, sound-motion camera. But when I get back to my typewriter, it's easy to trigger off a mental playback.

The vivid recall brings back a room, a face, a voice, eyes. This complex of impressions mirrors a mood—anxiety, anger, pleasure, per-

plexity—a reaction linked to words, phrases, problems, hopes, fears.

This playback occurs when I am poised to write an article and am searching for the greatest reader appeal.

One farm wife mentioned a fire extinguisher in the corner.

"I don't know about that. It's supposed to put out fires. A fire is such an awful thing. We look . . . every time we come back from town . . . we look to see if the house is still standing."

Useful Outcome

This hit me hard. It was the same when we lived on the farm, but I had forgotten. Paul Fanning, our agricultural engineer, and I have since done a series of articles on fire alarms and fire extinguishers.

Other fears have come out too. The fear of grain fires, of hail damage, of being taken in by a sales pitch—the fear of not knowing enough to get your money's worth. Men and women alike ask the agent about this advertiser's product and that one. We found this need everywhere—for knowhow to make an objective appraisal.

The expressed fears have provided ideas for our news program.

Just looking has done the same thing. One woman complained of dim light and glare. We have written stories on what causes glare—on the relation of color intensity to light reflection, and so on.

Personal Communication

Gilbert Seldes, critic of the communications arts, has been saying for years that there is no such thing as a "mass" audience or "mass" communication—that each person's response is triggered from within.

I am slowly finding the key words and the key understandings for real person-to-person communication. A message addressed with understanding to a real person will get through to others who have the same basic fears, problems, needs, and interests.

Each visit has in some way deepened my understanding of people and has given me new words and new meanings to express that understanding.

Single Out Group Needs

by EMERSON R. COLLINS, *In Charge, Agronomy Extension, North Carolina*

IN recent years tobacco yields in North Carolina have increased 100 percent, peanuts—50 percent, corn—80 percent, wheat—100 percent, oats—88 percent, but cotton only 17 percent.

Farm management figures show that cotton is more profitable than most other crops. Furthermore, leading farmers, 5-acre contestants, and 4-H club boys are consistently producing profitable yields twice the State average. A cotton specialist is working closely with county agents, other departments, and industry. Why do cotton yields remain low?

We had to find out why extension efforts to boost cotton production were less fruitful than other crops. To work out the problem, we brought together extension specialists and experiment station staff working with cotton, district agents, and administrators.

First, the participants were encouraged to list the problems associated with cotton production. Then they were asked to evaluate the problems in terms of their importance. Finally, the most important problems were considered from the standpoint of what could be done to overcome them.

Situation Seen

Important problems were identified as low yields, small acreage per farm, mechanization, general attitude, poor practices, and low social status.

The group unanimously agreed that available technology could double present State average yields. Fur-

thermore, most other problems would disappear if yields were increased to economical levels.

The major problems could be solved only through education. The group first outlined a production program similar to that used successfully on corn. But this was soon discarded. One of the district agents pointed out the attitude toward cotton. It was considered a low social status crop and cotton farmers are generally considered to be harder to reach.

Importance of Attitudes

The group agreed that the attitude of county agents and others must be changed, much as their own had been changed in the meeting. A meeting was proposed for the county agents in each of the three extension districts where cotton was grown. Subject matter was available in printed and mimeographed form following the meetings.

As in the original meeting, these groups listed problems, weighed them, and tried to see what could be done about them.

In one district, the group had difficulty moving from problems to solutions. The turning point came when an agent took an optimistic view and spelled out cotton's potential value. This led the rest to feel that cotton had a place in most counties.

Note that we did not contact farmers. We determined their needs through interpretation by the extension staff. Neutral observers have seen the change in attitude since

we attacked major problems in a concerted effort.

All groups that discussed this cotton problem agreed on five general conclusions.

Cotton has a place in most counties now producing cotton. Something could be done to improve the situation. Putting present know-how into practice would double the present State average yield. Increased yields would be economical and go a long way in minimizing the problem now confronting the cotton producers. The allotted cotton acreage must be placed in the hands of those wanting to grow cotton.

Results Showing

A winner in a county cotton program told his experiences at an award dinner sponsored by industry. The assistant county agent had visited him to help with another problem.

"On the way to the house, the agent asked me what I was going to do with my cotton allotment this year. I told him that I was not going to plant it. The agent explained how I could make a good profit on cotton if I would follow approved practices like I was following on my tobacco. We worked together through the season and ended up with this good profitable cotton yield," the farmer said.

Good profitable yields were grown in the county. Industry is supporting the program. County agents know how to grow profitable yields and are helping farmers. On this sound basis, a strong cotton program will develop and higher yields will result.

Evidence of renewed interest in cotton is shown by the fact that the 1960 planted acreage is the largest since 1956. The number of cotton pickers will double in 1960 over 1959.

The executive vice president of the N. C. Cotton Promotion Association says, "There has been a marked increase in the optimism toward cotton in the past year."

Evidence accumulates that an atmosphere has been created to permit effective educational work toward higher and more profitable cotton yields. Cotton can now find its rightful place in the economy.

FOUNDATIONS

(From page 165)

program. Each member of the county staff should cooperate with and support every other member. This is fundamental if we expect public support! This effort pays. Each part of the program will be stronger and each agent will be more effective.



Coordinate county programs with other groups.

Coordination with other groups does not imply that we consolidate programs. It helps avoid duplicate effort. Agencies working for the solution of the same problem can strengthen the work of each other.

Most important, coordination of programs saves people's time. They are not confused by several groups trying to reach the same objectives by a different course of action.

Utilize well qualified resource people. County extension agents cannot be all things to all people.

There are many resourceful people in the county that can contribute to the program. Home economists, agricultural consultants, bankers, professional people, and others are eager to serve in their special fields of interest. If they are not members of the program building committee, they can serve as advisers.

Specialists should be included in the county program building process. Each county should have at least one subject matter specialist work with one subcommittee during the year. The methods and techniques experienced in this meeting would be helpful to the agents in working with other subcommittees.

Reach the whole family. Through the family we reach the basic unit in our society. Our most objective evaluation of the program can be made by measuring the progress of individual families. Our strongest

support comes from communities where the whole family benefits from the program.

Evaluate continuously. Objective evaluation is difficult, but rewarding.

We must agree on criteria by which program effectiveness may be measured. We must establish benchmarks in all result demonstrations. Records, news articles, and reports record progress.

Extension workers need to be alert and responsive to public opinion. We must also make specific plans to improve our professional competency.

If we observe these 10 principles in all phases of program building, we will involve increasing numbers of "local people in developing programs to meet the needs of the dynamic age in which we live."

Editor's Note: Mr. Burleson's article is a condensation of his presentation on program building at district meetings in Texas. He credits Dr. Joseph DiFranco, Cornell University, with ideas and inspiration.

PUBLIC KNOWLEDGE

(From page 175)

as an off-campus educational program of the State University.

- The response of participants indicated that 21 percent had first learned of Extension from a friend or neighbor; 19 percent through acquaintance with an extension worker. Only 9 percent had learned of Extension through press or radio.

- Three times as many professional people learned of Cooperative Extension through school or professional organizations as had heard of it through the next most common source—acquaintance with an extension worker.

- On a question of work relationships, 96 percent of the professional public saw extension work supplementing their own.

- Only a little over one-third of the professional public responding had taken part in any phase of extension work.

- Only 23 percent of the general public had heard of Cooperative Extension.

The findings of even this limited study pose many challenges and

many questions. Our public image seems much more firmly established with our internal publics (advisors and participants) than with our external publics (professionals and general public). Are the first, as someone has said, "those with whom we work comfortably?"

What is the public image we want to convey? Do we work as hard to establish that as we do to sell our product—education? Have we been as effective as we should and would like to be in communicating with more people?

How others see us depends on how we see ourselves, how we see our publics, and what we see as the relationship between us and them.

How do we see ourselves—as responsible university educators; as service people, doing things for our clientele; as social secretaries and meeting arrangers; as a losing team protecting our jobs?

How do we see our publics—as a select few, those whom we like and with whom we are comfortable; as many, all of whom have some claim on us; as human beings, or as economic segments; as devices for achieving our own purposes, or as the very reason for our existence?

How we answer these questions, now and in the future, is going to determine the public image of Extension. Our effectiveness in the future will be determined largely by the public atmosphere and image we create.

Monthly Revisions in Publications Inventory

The following new titles should be added to the Annual Inventory List of USDA Popular Publications. Bulletins that have been replaced should be discarded. Bulk supplies of publications may be obtained under the procedure set up by your publication distribution officer.

F 849 Capons and Caponizing—Revised July 1960

G 71 Growing Azaleas and Rhododendrons—New

L 476 Sprinkler Irrigation—New

L 478 Growing Grain Sorghum—New (Replaces F 1764)

L 479 The Sugarcane Borer—How to Control It—New



MORE THAN STATISTICS

by AUBREY M. WARREN, Logan County Agent, Kentucky

LOGAN County is changing. And so is extension's audience here.

In the past the county was largely agricultural, but industry is moving in to give us a more balanced economy. Most of our farms are commercial, but the number of part-time farmers and rural residents is increasing.

Approaching Problems

Program planning and projection was started about 2 years ago, and the long-time plan was completed and published a year later. We found this effective in determining the characteristics and needs of people.

As a result, a total of 26 problem areas were defined in agriculture, home economics, and 4-H club work. In developing each problem area in program planning and projection, the study committee used the situation material available.

Extension agents presented statistics about the county situation to these planning groups. We tried to give a meaningful slant to the statistics so they would not be cold figures. This long-time planning was especially helpful in learning the situation and needs of the people.

After program planning and projection was completed, we presented slides on various agricultural activities in the long-time program at agricultural planning meetings. Leaders at these meetings selected the agricultural activities that would meet the needs of the people in their respective communities. Then ways and means were determined to carry the plans through.

One of our best approaches is to identify farm groups and get to them information of particular interest. We need a variety of appeals and approaches for the different segments of our clientele. We found circular letters sent to specific groups more effective than the shotgun method.

We have used several methods to get the mailing lists of the various groups. We compiled our beef mailing list by having the extension beef leaders prepare a list of those in the beef business in each community. The sheep list was obtained from the ASC office, dairy list from the milk companies, poultry flock owners from hatcheries, and strawberry growers from the marketing association.

Mailing lists for various age-

groups also are important, especially for young farm families and retired families.

The more personal contact we have, the better we come to know the needs of our extension clientele.

We need to work with all segments of the industry to make the extension activities effective. For example, in our intensified fertility program we have on the county committee representatives of seed and fertilizer dealers, a representative from the County Bankers' Association, and farmers selected by the chairman of the county extension council.

This offers an opportunity to plan a program based on the needs of all segments of the industry. It is helpful also in encouraging farm suppliers to understand and recommend extension practices. Moreover, these folks are in contact with some farmers that extension agents seldom reach directly.

Part of our farm visiting has been directed toward finding natural leaders not recognized as such on our extension leader list. Each such natural leader has neighbors who follow him in the adoption of new farming practices. If we know who these people are, we can work with them informally to make our total effort more effective.

Person to Person

Thus, although we start with available statistics, in order to really know the needs of the people we must have more than that. We must have a wide variety of personal contacts.

We have found that this is a continuing process, since we are living in changing times. We must continue to use the various approaches to learn the needs and characteristics of the people, and then apply this information to the action phase of our extension program.